

12 April 1966

MEMORANDUM FOR THE RECORD

SUBJECT: Procedures for Agency Participation in
Public Service Awards Programs

On two occasions I talked with [] and [] regarding the attached memorandum of 17 March. Mr. Bannerman will emphasize to the other Deputy Directors the need for early decisions on nominees for public service awards. However, both [] and I think the measures we have suggested Personnel adopt in processing these nominations should still be undertaken. Since [] feels rather strongly that current procedures are adequate, we think the next cycle of nominations will provide a test as to whether his views or ours are closest to the target. Meanwhile, we'll simply watch and see what happens.

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[]
Assistant Executive Officer to the
Deputy Director for Support

17 MAR 1966

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MEMORANDUM FOR : Assistant Deputy Director for Support

SUBJECT : Procedures for Agency Participation
in Public Service Awards Programs

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1. [] advised us on 9 March 1966 that you had requested proposals for more effective handling of Agency participation in Public Service Awards Programs. Such proposals are stated in paragraph 5 for your approval.

2. The Office of Personnel agrees that there have been major problems in the handling of Agency participation in the Public Service Awards Programs. The situation of constantly soliciting Offices for nominations and the meeting of deadlines for the submission of nominating papers to the respective award-sponsoring organizations have required senior officers to spend too much time on this matter and have made it necessary for the Office of Personnel to prepare and process nominating papers on a crash basis.

3. In 1964 the Office of Personnel initiated a procedure for nominating candidates for all Public Service Awards simultaneously (as the Agency has done for a number of years in selecting candidates for the Senior Officer Schools). This procedure, which was approved by the Executive Director-Comptroller in 1964, provided that the Director of Personnel should solicit nominations from the Executive Director, the Deputy Directors, and the Heads of Independent Offices for all of the Public Service Awards and forward a roster of the candidates recommended for each of these awards to the Director for his approval or disapproval prior to the receipt of invitations from the award-sponsoring organizations. It was believed that this procedure would be more effective than waiting to initiate candidate-selection procedures when the announcement of each program was received. It would allow more time for the preparation of nominating papers and alleviate the problems of meeting deadlines for submission of nominations. This procedure was followed in 1964 and again in 1965, but the efforts of the Office of Personnel to get early nominations were not very successful. As you know, the candidate-selection procedures were effected after the announcements were received for all the Awards Programs in 1965 except the Horace Hart and the Accountants' Award Program.

4. It has been proposed that we set up additional procedures to handle the Agency's participation in these programs, specifically the establishment of an ad hoc committee to ensure that only worthy candidates are nominated and to give guidance in the preparation of nominating documents. Our experience in handling this program has proved that it is not the inability on the part of the Office of Personnel to arrange for the preparation and processing of nominating documents, but the fact that we cannot take action until we know whether the Agency intends to nominate a candidate and, if so, the name of the person to be nominated. In numerous instances these determinations have not been made until the last minute which creates the apparent rush for all persons concerned with preparing, processing, and approving the nominating documents. The Office of Personnel has in existence procedures for ensuring that unworthy candidates are not nominated, just as we check out Honor and Merit Award proposals and supergrade actions. We also have appropriate contacts in various offices for necessary collaboration on the preparation of nominating documents. We feel that additional procedures are not necessary, but that action should be taken to make our present procedures effective. This could be done by taking steps to ensure that potential candidates are named in August and that the selection of all candidates be made in early September. The decision not to nominate a candidate should also be made in early September if it is determined that the Agency does not have a qualified candidate who can be surfaced.

5. It is recommended that the Executive Director be requested to emphasize at an Executive Staff Meeting in June the advantage of selecting candidates for all the awards programs simultaneously and ask that the Deputy Directors make their final decisions concerning the nomination of candidates from their areas as soon as possible after the call for nominations is sent out by the Director of Personnel.



Acting Director of Personnel

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The recommendation in paragraph 5 above is approved.

Acting Deputy Director

Date

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To Mr

Several times of recent date we have had difficulty processing nominations for awards to the Executive Director-Comptroller within satisfactory time. Sometimes the deadline to make nominations to the issuing organization is a bit short and the time lost just in routing through the various registries is important. At other times considerable time is lost in obtaining nominations from organizational components. Preparing the nominations in some instances is a formidable writing and editing job requiring coordination with Security, Cover, the organizational component, and the individual. When this is hurriedly done, the chance of error is greatly increased as in the case of a nomination this week which arrived in the DD/S two working days before it was to be reviewed by DD/S, the Executive Director-Comptroller, the Director, and to arrive through the mail in the office which issued the invitation. This nomination did contain an error which required partial retyping, further reducing the time available to complete the processing.

In other instances we have spent a considerable amount of time in an unsuccessful effort to obtain nominations from organizational components and, at a late date, we have found that a negative reply to the organization which issued the invitation is not acceptable. This requires crash action which is a great deal more time consuming than if handled routinely.

I believe we could effect some improvement in this situation by anticipation of all awards for which we are likely to receive an invitation to nominate candidates. This would merely be an extension of the procedure established by the Director of Personnel and described in his memorandum, dated 11 June 1965, to the Deputies and Heads of Independent Offices. It is noted, however, that, in the case of some awards listed in the existing procedure, the system has not worked too well and we have been late in getting the nominating documents to the Executive Director-Comptroller. Since the preparation of the nominating documents is dependent upon actions in components other than the Office of Personnel, I believe an ad hoc committee made up of the people who must take some action on the nomination would speed up the process. Importantly, I think the committee could determine at an early date the substance of what may and may not be sent for reasons of cover and security. Once this is decided the drafter and editor of the nomination would have a much easier job.

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If you agree with this, let's talk with Mr. Echols and to work out some of the details and ask DD/S approval to proceed.

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Another area which I feel needs similar treatment has to do with invitations to send employees to conferences, seminars, training programs, etc. The big ones are taken care of by the Office of Training but others, which we don't seem to know very much about, are being received at an increasing rate. As a result of one of these, which occurred in February, Mr. Warfield wrote a memorandum to the Director of Training looking toward an inventory of such activities and more organization and selectivity in their treatment. Perhaps an ad hoc committee to handle some of these activities would also eliminate or reduce the problems we have experienced in the past and require less time to be spent on these matters. When we have received a reply to Mr. Warfield's memorandum, perhaps we should talk with Mr. Richardson and offer some suggestions.

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*Personnel*³

15 March 1966

MEMORANDUM FOR THE FILE

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"2. Admiral Raborn buzzed to say that Mr. [] formerly with the [] had entered on duty with the Agency. He stopped in to see the Director and was highly complimentary of our EOD procedures. The Director said that [] has been around quite a bit and is generally familiar with EOD procedures in both Government and industry. He was high in his praise of the professional care and dignity with which he was treated and said that our procedures are the best he has ever seen. The Director asked me to pass these compliments along to the appropriate Agency personnel."

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1 - DD/S Subject

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MEMORANDUM FOR : Director of Central Intelligence

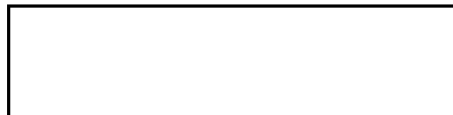
THROUGH : Executive Director-Comptroller

SUBJECT : Nomination of Emmett D. Echols for the
Warner W. Stockberger Achievement Award

1. This memorandum transmits for your signature a letter nominating Emmett D. Echols for the 1965 Warner W. Stockberger Achievement Award.

2. The Society of Personnel Administration has requested nominations of candidates for the Stockberger Award which is given annually to honor an individual who has made an outstanding contribution toward the improvement of public personnel management. We have been asked in prior years for nominations for this award, but have not previously named a candidate. The attached nominating document has been reviewed by a representative of the Office of Security and by Mr. Echols.

3. It is recommended that you sign the attached letter to Mr. C. F. Mullaly, Chairman of the Stockberger Award Committee. The deadline for the submission of nominations is 11 March 1966.



Alan W. Warfield
Acting Deputy Director
for Support

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Attachments: A/S